

Collaborate

Break through barriers to build cooperation

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Quick tips

Ask what will persuade

Every wonder what it would take to persuade your employees to collaborate with you on a project? Don't wonder—ask, says **David Peterson** of **Personnel Decisions International**. Initially your employees might be surprised you asked, but they will appreciate your taking an interest in caring about their wants and needs. This creates a win-win situation.

Eat, network and create

Company picnics are more than fun events, according to **Penn State** researcher **Wenpin Tsai**. They serve as a collaborative arena.

Picnics encourage people to mingle and share ideas, says Tsai. "If companies want to transfer useful knowledge across units, they should focus on creating social interactions between the units."

Write speech for listeners, not readers

The next time you have to prepare an oral presentation, "listen" to the words as you put them on paper.

There is a distinct difference between writing for listeners and for readers, says **Bob Stewart** of **Brody Communications Ltd**. Put yourself in the listener's seat and ask, "Would I want to hear this?"

Some keys: Keep your sentence structure simple. Avoid convoluted thoughts. And present ideas in a logical sequence. ■

Corporate culture

Values guide empowered employees

Behaviors, not words, communicate guiding principles of your company

Walk the talk. We've heard that said over and over again. Yet, walking the talk is the most powerful way to communicate your company's values, says **David Gebler**, president of the **Working Values Group** in Boston.

Values are the common framework on which the company is based, says Gebler, a consultant who helps companies define and incorporate values into their daily operations. And an empowered workforce — the ultimate in collaboration — needs these guidelines to make decisions.

"Today — especially in jobs in which intellectual capital is required — we see more situations in which employees are forced to use discretion," he says. "They may have to make tough choices. Values are the tools to guide them."

Just as important — values provide consistency in decision making — something you want to retain as you delegate authority down the line.

Essentially all companies express the same values — such as respect, honesty and providing good customer service — in words, says Gebler. What distinguishes companies, however, is *how* those values are carried out in (See **VALUES** on page 4)

Reinforce your values with creative communication techniques. See page 4.

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Does your group tend to censor ideas during brainstorming sessions? Try the nominal group technique as an alternative. Insert

Use listening skills to lead collaborative problem solving

In group problem-solving sessions, put your own problem-solving skills on the back burner and take out your listening skills instead, advises **Merna Skinner** of **ExecComm**, a New York communication skills training firm. Putting your ego aside will build consensus and collaboration.

"The crucial component of a successful team is a leader who empowers and guides fellow teammates to reach solutions without dictating actual outcomes," she says. "These leaders should allocate most of their efforts to listening, summarizing the group's key comments and moving the problem-solving process forward."

The biggest temptation most leaders face? According to Skinner, it's speed. Don't move to solution too quickly, she says. Take time to discuss each team member's concerns and perceptions of the causes of the problem. Make sure that you hear from everyone.

And don't rush into solving a problem until you decide, as a team, if the problem is worth solving in the first place. "Many times the benefits of solving a problem may not be worth the group's total efforts," she says. ■

Source: *Merna Skinner, ExecComm, (800) 394-1700 or mskinner@exec-comm.com.*

Problem solving

Systematic approach kills causes of problems

Going too fast in group problem solving may cause your team to jump to solutions too soon. When that happens, you end up "solving" symptoms instead of eliminating core causes of problems.

To avoid "ready-fire-aim" use a systematic, six-step approach to prob-

Your role as leader: Probe for more information to help the team find the root cause of the problem. Don't summarize the team's conclusions too early.

3. Evaluate benefits. The team needs to answer the question, "What's the benefit of solving this problem?"

Your role as leader: Have the team say how solving the problem will personally benefit them. If the benefits are weak, the team has the option of stopping the problem-solving process.

4. Generate solutions. Identify as many solutions as possible.

Your role as leader: Remain neutral.

5. Decide on the best solution. The best solution may actually be a hybrid of several different suggestions.

Your role as leader: Help the group keep the best of all their ideas. Make sure that the selection solution eliminates the root cause of the problem.

6. Make an action plan. The team needs to decide how to implement the solution.

Your role as leader: Make sure the plan has actionable items — responsibilities, due dates and a schedule for completion. And make sure the team has included a communication process to keep everyone up-to-date on changes and status. ■

Jarring ideas

Turn up the creativity on your group problem-solving meetings with riddles.

For example, **Lynette Campbell**, performance and development director at **Carlson Hospitality Worldwide**, asks participants in her creative thinking classes to come up with innovative answers to questions such as: "How can you touch the floor without standing on your feet or hands?"

Employees work in groups to come up with answers. But the collaboration breaks down barriers and builds relationships.

Incidentally — the answer to the "touching the floor" question is, "Fall out of bed."

The questions come from "riddles in a jar," a product from **Attitude Matter® Inc.** ■

lem solving:

1. Define the problem. Defining the full aspect of the problem is essential to determining what the objective of solving it should be.

Your role as leader: Get everyone's ideas but keep discussions focused on the problem at hand.

2. Find the cause. Focus on clarifying the root causes of the problem.

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Success story

Company uses win-win approach for employee collaboration

Collaboration is two-way street: To get your employees to do something for you, you need to do something for them. Understanding that concept, **Thomas Joseph**, president and owner of **Bookminder's Inc.**, molded his employment practices on WIIFM principles — “what’s in it for me.”

Here’s how he collaborates with his work force — giving them something, and getting something in return.

- **Work-at-home.** “Most companies have a problem recruiting skilled employees,” said Joseph. “We created this company on the concept of hiring

people to work out of their homes. It leverages a highly skilled work force of people who don’t want to be out of their homes 60 hours a week.”

Home-based employees can set their own hours. There are no “core hours” in which they must work.

What the company gets in return: Commitment. “Employees are not freelancers,” said Joseph. “They are on our payroll. We ask for a commitment of at least 25 hours per week. “We stress that this is not a ‘McJob’,” he said.

- **Pay-by-project.** Bookminders Inc. does accounting and financial planning for small and not-for-profit businesses. Clients are billed for completed projects — not for the hours it takes to complete a project, said Joseph.

The way clients are billed is how employees are paid — by the project, not by the hours it takes to complete a project. The advantage to employees is that they can be extremely flexible

in the hours they put in to get the project done. They can work in the evenings, during school hours or whenever they have a few extra hours.

What the company gets in return: Paying employees by the project is actually managing by results. Joseph and his supervisors don’t have to wor-

‘Cyber-teamwork’ wins over customers

The **Bookminders Inc.** bent for collaboration also extends to its clients. **Thomas Joseph’s** company creates a winning relationship with clients by billing them by the project instead of by the hour. And by using cyberspace technology as a collaborative tool, the company has been able to solve bookkeeping headaches for customers. For example:

- The western Pennsylvania region of **Supercuts** sends its point-of-sale information via phone modem daily to the accounting firm, which then integrates it with payroll services. Supercuts’ regional manager also receives daily updates by e-mail.
- Billable hours of the attorneys at **Hollinshead, Mendelson** are recorded on software designed for the legal industry. Bookminders worked with the law firm to integrate the invoicing into a time and expense database. ■

ry about how employees are using each hour of their workday, only the end result.

- **Welcome to the family.** Even off-site employees want to be wanted. Joseph accommodates that need by giving in-depth orientation on systems administration and Bookminder procedures for all new employees.

He also schedules quarterly staff meetings in which everyone gets updated on company business and has the opportunity to network and develop relationships.

All new hires are also assigned to senior-level mentors who “watch over” them during their first weeks on the job. “The mentor is not a tutor on the old account,” said Joseph. “He or she is there to answer questions and give the ‘nitty gritty’.”

What the company gets in return: Employees feel welcomed and included. This has helped to reduce turnover.

- **Career development.** Flexible hours and working from home cater to the immediate needs of employees. But employees also want an opportunity to learn, grow professionally and earn more money.

The company provides regular monthly training programs for employees. The operations manager — who directly supervises all of the off-site accountants — discusses career aspirations with each person and plans training and developmental assignments to improve skills.

The company also has created a formal career path for its employees. New hires typically come in to the company as bookminder-in-training.

Depending upon their aspirations and commitment, they advance to bookminder, then senior bookminder and supervising senior bookminder.

Experienced people can also do in-house project work, said Joseph.

What the company gets in return: Reduced turnover and a committed, loyal and experienced work force.

Source: Thomas Joseph, president, Bookminders Inc., (412) 323-2665, www.bookminders.com.

No hidden agendas

In last month’s Training Guide on hidden agendas, contact information for **Deborah Kolb**, coauthor with **Judith Williams** of *The Shadow Negotiation*, was inadvertently omitted. You can contact Kolb at dkolb@simmons.edu.

Corporate culture

At CRT, when in doubt, look at the value for the answer

Values are an important part of the **Carter Ryley Thomas**, a public relations company. “A year after we became CRT, we decided we needed a set of shared values,” says **Anne Bruce Ahearn**, a senior associate and team leader.

The entire company — at that time 30 employees — broke into small discussion groups and talked openly about what was important to them. Each group brought back a list of guiding value statements.

The entire group looked at all of the lists and agreed on nine values that were common to all of them.

The values drive all decisions. “If someone doesn’t know how to make a decision,” says Ahearn, “they just look at the value.”

Reinforce principles with creative communication

The best way to communicate values is to live them, says **David Gebler** of the **Working Values Group**. But you can reinforce your values in other ways. Consider these innovative methods:

- **Intranet “snake.”** A values statement crawls across the top of **Walker and Associates’** intranet home page, says **Randy Turner**.

- **‘We work’ slips.** According to **Anne Bruce Ahearn**, **Carter Ryley Thomas** is known within its industry for its motto, “We work!” At the beginning of each year, every employee gets 12 “we work” slips to give to coworkers “caught in the act” of living a value. The slip is printed with CRT’s nine values. The person giving the slip checks off the value, then signs and dates the slips.

The number of “we work” slips is factored into performance bonuses each year.

- **Autosignature.** “Many associates use their favorite value statement as part of their autosignature in e-mail messages,” says Turner.

- **Performance review.** CRT employees get two formal performance appraisals each year. “Most of the appraisal form deals with how you live the values,” says Ahearn. “In our opinion, if you are living those values, you are succeeding.” ■

What are CRT’s values?

1. What’s best for the group comes first.
2. Always be open and honest.
3. Have a passion for unsurpassed quality, continuous learning and personal excellence.
4. Work for and trust each other.
5. Deliver more than promised.
6. Seek responsibility, and share recognition and rewards.
7. Respect and value individuals — clients, associates and suppliers — and their differences.
8. Keep a balance between family and work.
9. Give without expecting anything in return. ■

Source: *Anne Bruce Ahearn, Carter Ryley Thomas, www.crtpr.com.*

Even the name of the company reflects its values. The name comes from the first names of children of employees

— reflecting ‘Keep a balance between family and work.’ And the company’s employee development program is called Jackson’s University. Jackson is the name of an employee’s dog. ■

VALUES (continued from page 1)

everyday business life. “Behaviors define the values,” he says.

- **Training.** Gebler urges companies to integrate values into all training.

That’s what happens at **L.L. Bean**, a company noted for its top-notch customer service. **Andy Schulkind**, supervisor of learning and communications, says that when the company wanted to instill customer service as a value into their representatives, it asked representatives to share best practices with their peers in small groups.

Participants accepted the values as real and “doable,” says Schulkind.

- **Decision making.** Another key way to communicate is to link decisions and policies to the appropriate value, says Gebler.

That’s what happens at **Walker and Associates**, a technology networking manufacturer, says **Randy Turner**, director of corporate learning and development. Every announcement of a decision is directed to a value, says Turner.

- **Operative process.** Values need to be integrated into every aspect of your corporate life, says Gebler.

This happens at the **Carter Ryley Thomas** agency, a public relations firm. “We begin our staff meetings

with a ‘values moment,’” says **Anne Bruce Ahearn**, a senior associate.

During the “moment,” an employee highlights a situation in which he or she has seen a company value lived.

As an example, Ahearn says a person may talk about a situation in which a person was honest with him and how it helped him to become a better manager. ■

Sources: *David Gebler, president of the Working Values Group, david@workingvalues.com; Andy Schulkind, L.L. Bean, aschulkind@llbean.com; Randy Turner, Walker and Associates, Randy.Turner@WalkerFirst.com.*

Teamwork

Esselte turns on teams, turns out product ideas

Cross-functional team members need to know why they were selected and how they can contribute

Sometimes collaboration needs a kick start. It happens when teams are new and team members aren't used to working together — or sometimes when team members get frustrated at what they think is slow progress.

Sharon Mann, marketing assistant and member of the new product development team at **Esselte AB**, an office products manufacturer, tells how to kick start collaboration in a cross-functional team.

Mann bases her advice on her team's success in creating a new product line within six months of being formed:

- **Show how each person fits in.** When individuals from different departments are picked to work together on a project, they often don't see what they can contribute, says Mann.

At Esselte, for example, new products typically were developed in a linear process: Marketing got an idea, "threw it over the wall" to sales, who threw it to engineering, who threw it to manufacturing, who often had to throw it back to marketing for refinement. The process was long and drawn out.

But when the new product development teams were formed, individuals on Mann's team came from marketing, sales, art, information technology, traffic, finance and manufacturing. They didn't see what they could contribute.

"Team members often don't know why they were selected or what's expected from them. You have to let everybody know that they are valuable," she says. "Tell them what they bring to the table."

- **Assign responsibilities.** It's one thing to tell people *why* they were selected. But as the team begins to work together on the project, it's important for each person to have clear-cut responsibility, says Mann, who suggests writing mini-job descriptions outlining specific duties with due dates identified. Post these so everyone understands each other's responsibilities, she says.

- **Clear the air.** The leader of Mann's team always plans and runs the weekly meetings with an agenda, which assures focused time management. But at the beginning of the meeting, the leader asks, "Are there any problems we should talk about first?"

"If there are problems, we table the agenda and talk them out," says Mann. "We've had to do that maybe twice in six months." Each time the team cleared the air and propelled itself forward. "This really revved our engines."

- **Post minutes of the meetings.** To make sure everyone stays on the same page, Mann takes minutes in each weekly meeting, distributes them via e-mail and posts them to the team's internal Web page.

- **Use a mentor.** Each of Esselte's five teams has a mentor — a senior manager — assigned to help them over the rough spots, keep them focused or go to bat for them with top management.

The new-product development team mentor sits in on meetings at least once a month, says Mann.

- **Celebrate!** "We had a project that was fairly expensive that we needed to fund. We put everything together and made a presentation to management," says Mann.

"Our mentor invited the team to lunch to announce that management had approved the project." The lunch celebration made the team feel proud.

Source: *Sharon Mann, Esselte AB, www.esselte.com.*

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Personal development

Collaborative leaders model balance for their employees

A key value that underpins collaborative leadership is balance. Why? How does putting balance into your life affect collaboration?

Your employees will work for you, with you and among themselves if they feel you trust them and care about them — not just the work they do. Part of that caring is nurturing in them a balance between work and personal life.

But your employees look to you as an example and a model. If you want them to be balanced, then you, too, need to be balanced.

In part three of five parts, executive coach Kevin Cashman, author of Leadership from the Inside Out, tells how to put balance into your life as a step toward becoming an authentic leader.

The potential for feeling overwhelmed at work is great. High-performing people naturally want to achieve more. Finding ways to refresh and to balance has never been more crucial to our productivity.

Balance mastery is not a static, rigid process. It is a dynamic reconciliation of extremes. When we are balanced, we are not stationary. Being centered means we can recover our balance even in the midst of action.

Too often people think about balancing their lives as a mechanistic process: First we separate our career, personal, family emotional and spiritual lives into distinct pieces and then try to balance the parts on a scale.

Managing the entire dynamic is the key — not manipulating the pieces.

Most imbalances in our society come from two major sources: We tend to overdo our activity and we tend to underdo our rest. The answer is to improve the quality of our activity and reduce the quantity and improve the quality and quantity of our rest.

Center your life using 10-point mastery system

Authentic leaders strive for balance in their lives, says **Kevin Cashman**. Here are 10 points of balance mastery he recommends that can help center our lives in an integrated, holistic way:

1 Be on-purpose but be aware. When we are on-purpose, it is most difficult for others to knock us off-balance. Rather than simply amassing a great pile of achievements, our life can be about burning a passionate fire that illuminates our way.

But be aware: As our passionate purpose burns strongly, our devotion to it can throw us off-balance.

2 Learn to exercise with ease. Most people don't exercise, they punish themselves. Activities you enjoy bring balance. Activities you dislike create imbalance.

3 Deal with life-damaging habits. Most of us don't intentionally engage in behaviors to harm ourselves. The problem is that we have mistaken certain habits for happiness.

To get rid of bad habits, admit the habit is damaging; get professional and/or peer support; find positive behaviors to replace old addictions; continually repeat the first three steps.

4 Don't take yourself so seriously. Humor and lightheartedness balance mind, body and spirit.

5 Develop mind-body awareness. Our body reflects everything that's going on in our lives. It tells us when we need to rest, when it needs energy and when we need to stop hurting ourselves.

6 Manage stress more effectively. Stress is determined by how we process our world. Each time we face a stressful event we need to decide if we can control it, influence it or accept it.

Distress is usually caused by trying to control things we can only influence or accept, or accepting things we could influence or control.

7 Nurture your close relationships. Close relationships can be our anchors in the sea of change. But closeness originates as intimacy with ourselves first. We can only give what we have.

8 Simplify your life. Sort out needs versus wants and connect with your purpose. Begin to simplify your life by making more choices that support the vision of the life you really want to live.

9 Take real vacations. Learn to rest and put life into perspective. Some of the best examples of real vacations include going to a health spa, going on a personal retreat, taking a vacation by yourself or staying at home for one week — especially if you travel a lot.

10 Take time to reflect. Taking time to reflect is crucial to leaders. It is the still point that everything else revolves around. Remember: The eye of the hurricane is silent and still — the center of all the energy. ■

Source: Kevin Cashman, CEO of LeaderSource, an international leadership development firm in Minneapolis, can be contacted at (612) 375-9277.

Group dynamics

Shy employees need encouragement to contribute

Don't give up on that "non-participating" employee! He — or she — probably has great ideas and would make a wonderful collaborator.

Those quiet employees may be shy — or they may be introverts. The behaviors of both are often the same.

According to **Bernardo Carducci**, director of the **Shyness Research Institute at Indiana University**

Southeast, shy people are afraid of social situations. "They are very self-conscious," he says. "They don't process information as quickly because they are thinking about themselves. That contributes to the lack of confidence in speaking up."

Introverts, on the other hand, do not fear social situations: They simply *prefer* solitary activities. Shy people *would like* to socialize but are restrained by inner fears.

Introversion actually doesn't have to do with shyness. Rather, it has to do with the way people take in and process the world.

"Introverts think about messages and formulate responses internally. Extroverts form and respond as the words come out of their mouths," explains **Mary S. Vaughn**, professor of communication at **Belmont College**.

You might be surprised to learn that shy people can actually be extroverts. According to Carducci, shy extroverts are publicly outgoing but experience negative self-evaluation.

Whether your employee is shy or introverted, your dilemma is getting the person who prefers to work as an individual contributor to work with

others — a difficult, although not impossible, task.

Here are some suggestions:

Don't shy away from these facts

- About 45 percent of the population admit to being shy.
- Shy people include celebrities: David Letterman, Johnny Carson and Barbara Walters all admit being shy. "They are shy extroverts," says **Bernardo Carducci**, author of *Shyness: A Bold New Approach*. "They are able to function as extroverts when they are in their comfort zone, but are shy outside of it."
- Shyness is personality characteristic, not a flaw.
- People are not born shy. They develop the trait later in life. ■

• **Build a safe climate.** Shy people and introverts both need a safe climate in which to participate. Don't criticize ideas publicly — and don't allow teasing within the workplace, recommends personality-trait analyst **Judith Piani**, author of *Trait Secrets*

• **Create an equal-opportunity environment.** Meetings tend to be dominated by extroverts, says Carducci. That intimidates shy people.

Give everyone a chance to speak up by not allowing any individual a "second voice" until everyone else has been heard.

• **Permit silent participation.** Understand that introverted employees may be silent in meetings, but they are participating — silently, says Vaughn. "Introverts need time to process information because they process in a different way [than extroverts]."

• **Use asynchronous collaboration.** Shy people may need an alternative way to express their ideas — such as in written or electronic form. Give everyone an opportunity to submit ideas after the meeting, says Vaughn.

• **Poll at meeting's end.** Since introverts need time to process ideas and don't "think on their feet," it is best to poll them at the end of the meeting, suggests Piani.

• **Announce when brainstorming is done.** Quiet thinkers analyze ideas and "work them" until they are done, says Piani. They don't participate in an ongoing discussion. But they will contribute their "done" ideas when the brainstorming is over.

• **Give positive strokes.** "Shy people tend to focus on their mistakes," says Carducci. When a shy individual gives an idea, stroke it and then ask someone else to build on the idea — which

is more positive reinforcement.

• **Allow small-group collaboration.** Shy people are selective about their relationships.

"It's hard to get them to collaborate [in groups]," says Piani. "They will collaborate well with their group."

More ways to reduce reticence

Here are some more tips on getting shy people to collaborate:

- Show up early. Shy people need time to warm up to their environment. When you stage an event, such as a meeting, tell everyone that you will be there early and make it a point to invite those quiet employees to come early.
- Send out agendas. Shy people need time to prepare to participate.
- Talk about shyness. Almost half of your employees are shy. Let them know they aren't alone. ■

Source: *Bernardo Carducci*.

Sources: *Dr. Bernardo Carducci, Indiana University Southeast*, bcarducc@iusmail.ius.indiana.edu; *Dr. Mary S. Vaughn, Belmont College*, vaughnm@mail.belmont.edu; *Judith Piani, Trait Secrets*, www.traitsecrets.com.

Communication maps guide change process

"Too often companies tell people about the change and how it will affect employees — but they don't tell *why* the change is needed," says **Catherine Rezak**, president of **Paradigm Learning**, a company that specializes in corporate communication maps.

A discovery map helps put the change message into context for employees. As employees work in small teams to discuss the pictures on the map, they discover for themselves what the change is all about and why it's important, says Rezak.

The pictures on the map are metaphors: A company in the midst of turmoil may be depicted as a ship sailing in turbulent waters, trying to reach safe port, navigating through "storms" — for example, competitive forces — and "whirlpools" — for example, poor customer service.

Large companies can afford customized discovery maps, but smaller companies can create their own discovery communication program, says Rezak. Here are some tips:

1. Design a picture that tells the story of the change. Use metaphors and "fun" images.
2. Imbed facts with the picture. They should add the element of discovery about key issues, such as an increase in competition.
3. Use teams. The team should interact and collaborate to work the map.
4. Let people discover their learning.
5. Build fun into the experience. Use game techniques, stories and case studies.
6. Tie the story to each person's job. Make sure discussions focus on how the change impacts each learner. ■

Source: *Catherine Rezak, Paradigm Learning, (813) 287-9330, www.paradigmlearning.com.*

Change management

Pictures save words, get employee buy-in

Sometimes you can talk until you are blue in the face, and no one will hear what you have to say. But show them a picture, and a light bulb goes off.

Management at **Appleton Papers** has discovered that a picture is, indeed, worth more than a thousand words. The company has been using pictures as a primary way to get employee buy-in to the company's transformation.

In 1999 management realized that technology was taking its toll on the paper industry. It was no longer enough to be a market leader in paper. Appleton decided it had to redefine itself, and set into motion a major transformation process. The process involved several collaborative steps:

- **Cross-functional strategizing.** "The executive staff and 120 cross-functional mid- to lower-level managers from every corner, 'silo,' and location created a strategic plan," says **Dave Badilla**, director of people development.

"The 120 of us felt great ownership in the transformation plan because we built it. But we knew we had to push it down into the organization."

The result of the strategizing: Appleton would no longer be only a paper company. It would also be a new products company.

- **Mid-management roll out.** "We started [communicating the plan] with a 'big bang' meeting. We brought in 300 people for a one-day event to roll out our new vision and strategy," says Badilla.

- **Traditional communication.** After the roll out, the transformation team started a traditional communication process, using memos, newsletters, bulletin boards and e-mail.

- **Discovery map.** The team soon realized it needed something out of the

ordinary to get everyone's attention and — more important — their buy in if the company was going to succeed in its new mission.

"We had to show that we had to work together, be flexible and work cross-functionally," says Badilla. "We were already good at [collaborating], but we had to get better."

The solution was picture clear: a discovery map. (*See sidebar.*)

"We scored really well with the discovery map," says Badilla, referring to pre- and post-test results on how well people understood the issues creating a need for change. The pre- test score 5.6 (out of 10). The post-test score was 8.9.

"We have maps posted on walls. People stop and talk about issues. The discovery map has become a common frame of reference," he says.

- **Staff and rally meetings.** "In my department, we have rally meetings in which we talk about business measures we have to rally around to get ahead," says Badilla.

He notes that many managers make the transformation status a topic on their staff agendas. They are also inviting others to make presentations on ongoing changes.

The collaborative efforts are paying off, says Badilla. For example, managers traditionally talked about productivity in terms of tonnage. Now, they talk in terms of revenues and market space. The new vocabulary shows a change in focus.

And he notes an increase in cross-functional teams. "We've always done [teams] but with a small core of people," says Badilla, "but now collaboration is expanding and managers are giving people time to work on projects." ■

Appleton Paper uses wide involvement in its successful transformation process.