

***Measurement
to keep change
of track***

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Measurement myth

**“Now isn't a good time...
there's too much change going on...”**

So why measure in times of change?

"Change" is now a constant

Listening to employees increasingly important

**Senior management need to understand
depth of views/reactions**

**Information to shape and direct messages
most effectively**

A map to chart the way ahead

Which methodology is "best?"

Focus groups to:

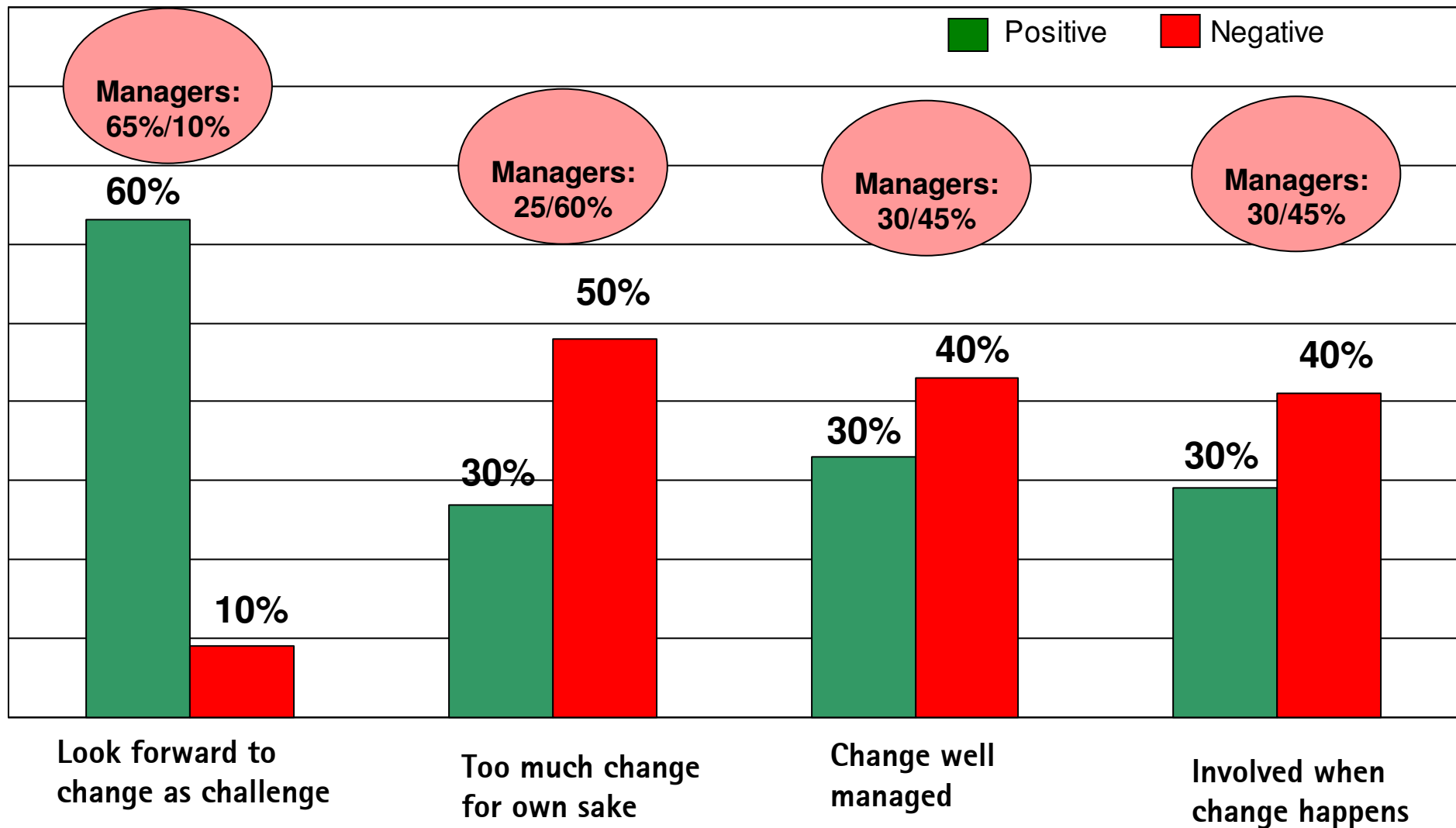
- gain depth and insight
- probe – and challenge – views
- customise

Questionnaires to:

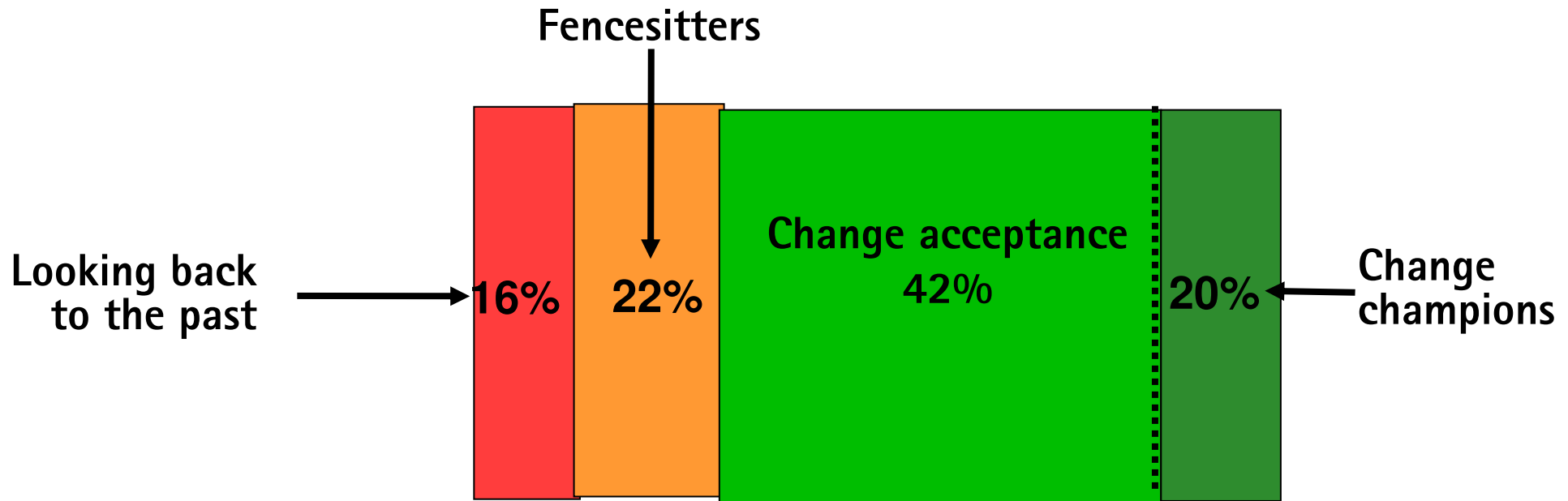
- give data to track over time
- gain information about specific groups
- enable attitudinal analysis

Informal feedback

Case study: what change means to people



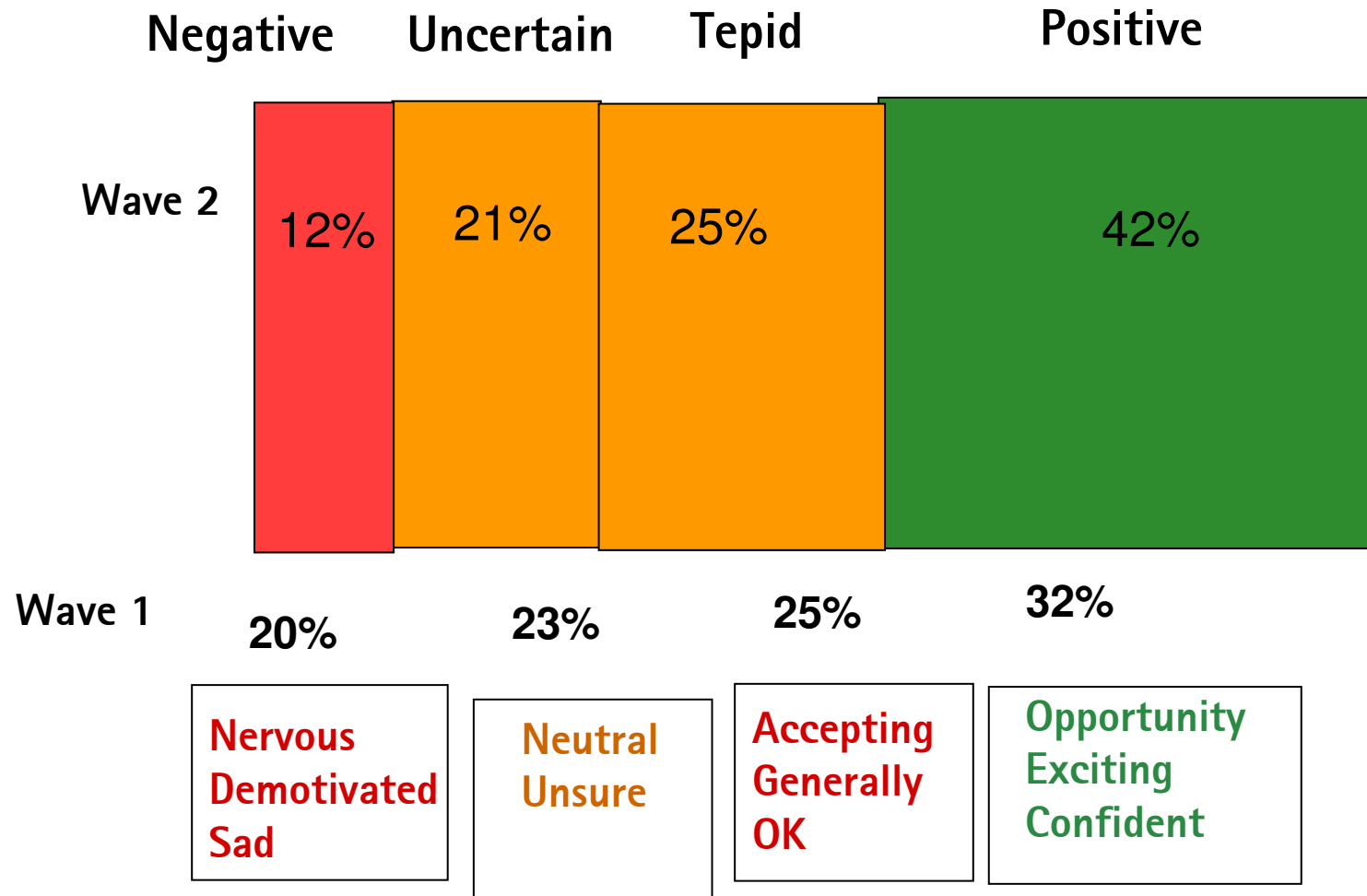
Case study: one chart can tell the story...



Where your people are on the change journey...

(Based on William Bridges transition model)

Case study: change over time



Case study: analysis to map communication

Those who trusted CEO and team:

- believed information given as soon as practical**
- most dependant on the three main actual sources:**
 - * senior management**
 - * line manager**
 - * e mails**

Strongest organisational advocates also most dependent on the three sources above

Case study: how to gain maximum impact

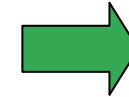
Key drivers

Communication performance

Future business plans



59%



Leadership confidence



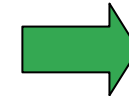
45%



Good employer



65%



Trust



45%



Informed about changes



54%

Work in these areas will improve Internal comms

Key action areas are in red

Barriers to effective action planning

Unclear action
planning
strategy

Not making full
use
of the data

Lack of time/
resources

Not feeding back
the results
effectively/
quickly

Data overload/
analysis paralysis

Not knowing
what to do with
the results