

Change Leaders' Playbook

How to lead your employees through change for better and faster outcomes



•

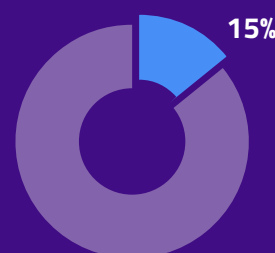
In order to truly make effective change in your organisation, you need to bring your people with you. Businesses must make sure they are hearing about the real issues within their organisation to make better decisions. Inclusive communication is the cornerstone of implementing change - you must welcome input from not just the loudest voices, or the most regular contributors, but **everybody** in your organisation, including the silent majority.

In the modern workplace, effective change must be underpinned by leaders listening to all of their people, communicating through open dialogue and adapting quickly. Most organisations don't have the tools or know-how to do this, instead using more traditional employee feedback methods such as surveys. This leads to employees feeling fatigued and overwhelmed by change - for instance, a recent Gartner report showed only 38% of employees surveyed supported organisational change.

Change is hard and we all recognise the symptoms when it's going wrong: timelines slip, management time is occupied dealing with detractors and the issues they raise, initiatives have to be watered down, momentum wanes and fatigue sets in, costs increase, some people suffer in silence and just leave.

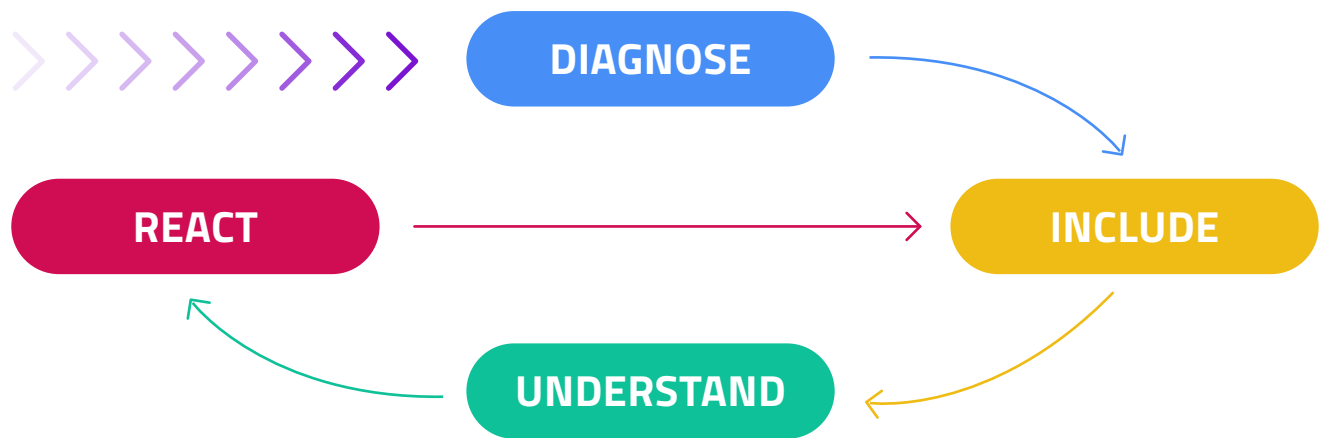
Research has shown that there is a significant disconnect between the intentions of an organisation to enact change and the way they communicate those intentions - only 15% of employees understand the rationale behind change, according to Leadership IQ.

Only **15%** of employees always understand the rationale behind change



According to Leadership IQ

The Rungway Change Cycle



Rungway is the platform that **bridges the gap between leadership and employees and helps businesses develop a culture of open communication**, to deliver better, faster and more inclusive change outcomes. The Rungway method can be distilled into four stages:

- 1
DIAGNOSE

Understanding if your organisation is **ready for change**; analysing where your change champions are, and where and why resistance lies.
- 2
INCLUDE

Create a **psychologically safe dialogue** to unearth a diverse range of opinions and ensure leaders hear from voices outside their usual networks.
- 3
UNDERSTAND

Analyse all data gathered from these on-going dialogues, no matter the subject. Use it to understand the **why, where and how of advocacy and resistance**, and the bottom-up flashpoints they may cause.
- 4
REACT

Have a clear and prioritised **plan-of-action from your people insights** that highlight key focus areas. Take swift action on unexpected 'flashpoints' and broader themes to make more of a positive impact on change outcomes.



DIAGNOSE





1 DIAGNOSE



74% of employees were willing to support organisational change in 2016 compared to **only 38% today**

(Gartner)

2016



Today



The first step of any transformation is to assess your organisation's readiness. Enacting organisational change when your business is not ready for it can present significant issues in terms of employee satisfaction, employee retention and business performance and will significantly impact change outcomes.

Human beings are naturally resistant to change. When this resistance meets sweeping changes from an organisation, friction and discord are common, and poorly thought-out or executed changes will only serve to exacerbate these issues.

As the highlighted statistic from Gartner's research shows, change-fatigue is very real and is having a growing influence on people around the world. What happens after the change is implemented without proper, inclusive communication? At best, you are left with some satisfied and some less-satisfied people. At worst, you have staff who feel unwelcome, unappreciated and disillusioned with their presence in your organisation, and are likely to look for a new challenge.

Change champions and resisters

In every organisation, there will be change champions - vocal supporters of whatever change is forthcoming, be it an organisation change, cultural shift or transformation initiative. There will also be people resistant to mooted changes. You must empathise with them and engage in dialogue with them; the opinions of both sides are crucial to effective change and should be treated as such.

To identify champions and resisters, you must use the right methods. Bi-annual email surveys with a handful of questions are not enough. A company-wide video call with leadership is not enough. Inviting questions at an annual company meeting is not enough. Snapshots like these can yield some useful data, but it's vital that an organisation is always monitoring the general temperature, and engaging with their people to understand their challenges and concerns and address questions they may have around change head on.



Creating an ever-evolving picture of your people sentiment and involving them in important conversations will allow you to put a better plan together - one that is moulded around them, rather than handed to them.

Popular methods of measuring receptiveness and feedback include town halls and discussion panels.

However, while these might generate some results in the moment, they are not accurate measures - not everybody feels comfortable attending a town hall, or a focus group, and even if they do attend, they may be reluctant to speak up and share their opinions due to fear of judgement or career repercussions.

Identifying who and where your change advocates and resisters are help you understand the scale, but the real value comes from digging deeper into the 'why'. This is where many businesses struggle. They have no means of easily connecting leadership and employees in a scalable way. A channel for 2-way open dialogue is crucial to being able to open up nuanced discussions around why resistance to change exists. It's only then you truly understand the levels of resistance to change you're facing, and the real reasoning behind it.

“There are very **few people who actively embrace change**, because of the fear of failure, loss and the unknown that is written through it. It is one of the biggest challenges for any change project.”

Simon Calvert

Head of Strategy, Merkle



Lean in to your change resistors

Rungway makes gauging resistance accurately possible. With a safe space for communication, employees will feel empowered to ask questions, put forward suggestions and voice concerns to leadership that they might not feel comfortable doing so through 'traditional' communication channels.

Your people can post at any time of the day or night, anonymously or under their own name, and leaders can respond directly to them, for everybody to see in real time. This helps leaders understand the personal experiences of their people, and gives them the opportunity to demonstrate empathy and support.

The anonymity feature is a key element in providing a psychologically safe space for open communication.

People of colour are three times as likely to post on Rungway than their white colleagues, and when they do post anonymously, they receive 46% more replies than when they post using their name and photo. Anonymity can help people feel more comfortable speaking up, and the more people that speak up, the more leaders can learn.

The traditional way

Hear anecdotes of resistance, but no understanding of scale, who & why

Surveys with set closed questions

Moment in time meaning trends are missed

The Rungway

Identify the who & why of advocacy & resistance

Fully moderated always-on dialogue

Real-time data prioritises what leaders need to react to



INCLUDE





2 INCLUDE



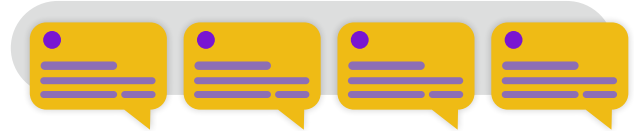
People of colour post 3x more on Rungway than their white colleagues

White colleagues



Colleagues of colour

>>>>> 3x



Bring your employees to the table when planning any kind of organisational change. Traditionally, most changes are top-down; leaders devise the change strategy and broadcast the plan of action. Being presented with a plan that you've had no say in and that could potentially have a significant impact on your professional and personal life is unlikely to encourage support and advocacy.

There are brilliant ideas in your organisation, and by opening up the floor to everyone, you're likely to hear more of them. Employees are considerably more likely to support and invest in change when they've been involved in the process. When your people are truly invested in change, it is 30% more likely to stick (McKinsey). By encouraging and surfacing a wider range of voices, you'll see a bigger, more detailed picture of your organisation, and this picture will enable you to

make smarter and better decisions when it comes to change. For example, one of your people may have ideas or concerns about how proposed change may impact their role, or their department. Hearing their concerns will afford leaders the chance to either clearly explain the benefits of the change to that person or team, or reconsider certain parts of the change to accommodate these concerns.

Maybe organisational change is creating unnecessary work for certain people, which can be stressful, increase the likelihood of burnout and certainly damage support. If those people have the platform to speak up, leaders can take steps to eliminate this unnecessary increase in workload - this not only reduces the burden on affected employees, but it also shows a willingness to act in the interests of your people.

Surface the silent majority

Quieter voices need greater amplification. Steer away from methods that enhance the louder voices in the room and utilise the ones that give every single person a platform to speak. Take a town hall, for example: there are often many people who sit quietly while others speak; don't be fooled into thinking those people are quiet because they have nothing to say - they just need a fairer, safer, more welcoming platform on which to say it.

Rungway is that platform - it's a forum that gives employees a direct channel to leadership, empowering everyone to speak their mind, from in-the-moment concerns to long-standing ideas. An anonymity option further encourages users to say what they want to say, allowing leadership to step outside their usual networks into different ways of thinking, different experiences, and different perspectives.

The anonymity feature is a key element in providing a psychologically safe space for open communication. Rungway's people insights show that people of colour are 3x as likely to post on the platform than their white colleagues, and when they do post anonymously, they receive 46% more replies than when they use their name and photo. Women also make up 49% of global Rungway users, but ask 56% of the questions.

According to Sidney Yoshida's Iceberg of Ignorance¹, only executives only hear 4% of problems within their own organisations. Rungway makes it possible to hear the 100%. The more people feel they have a safe space to speak up, the more leaders can learn and adapt quickly.

¹Sidney Yoshida's Iceberg of Ignorance - www.c-link.consulting/dont-let-the-iceberg-of-ignorance-sink-your-company

The Iceberg of Ignorance (Sidney Yoshida)

4% of problems are known to **Executives**

9% of problems are known to **Managers**

74% of problems are known to **Team Leaders**

100% of problems are known to **your staff**

The traditional way

Surveys; town halls; ask me anything; employee focus groups

Leadership hear opinions from 'louder voices'

Leadership hear heavily filtered feedback

The Rungway

Anonymous platform to raise concerns or ask questions, without fear of judgement

Surface more diverse range of voices

Leadership hear real organisational truths

“It's important people feel psychologically safe in an organisation to give honest feedback. I think that often, **what people say in a survey and what they really feel are not the same**. So what I mean by psychological safety is that people feel safe to express the views and opinions that might differ to whatever the norm is, or what the flow is, or whatever the flavour is.”

Stan Horwitz

Head of Transformation, LRQA





UNDERSTAND



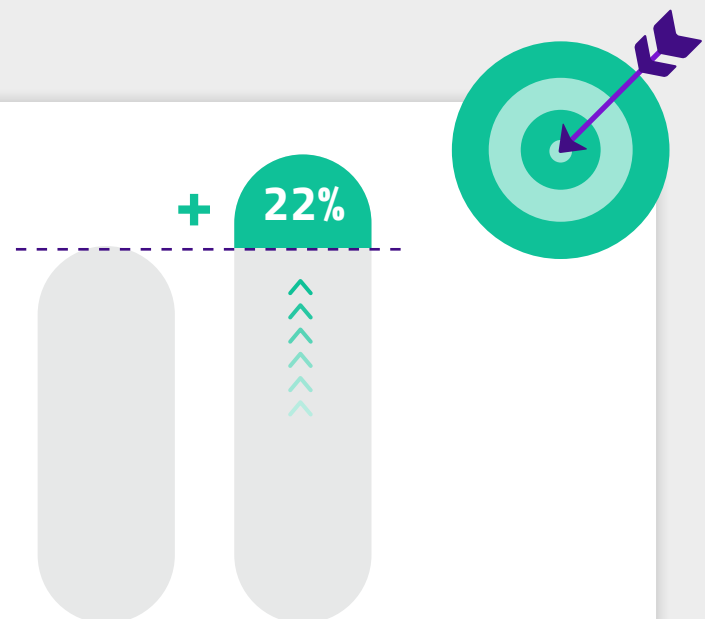


3 UNDERSTAND



Open-source change management can help you **increase the probability of change success by up to 22%**

(Gartner)



If you do not have an in-depth understanding of your employees experiences and challenges, it is harder to lead your organisation and the employees through change. The more real-time, crowd sourced and actionable your data is, the easier it'll be to identify challenges, advantages, existing issues and potential future obstacles.

Take a typical survey, for example. It's unlikely to generate the requisite detail; in fact, research suggests that most people pick the same two answers to every survey question, which can lead to inaccurate data (SurveyMonkey).

Ongoing open dialogue with employees will unearth greater detail and **and will help leadership understand the nuances of how different people are impacted by change and hear ideas from those at the frontline of the organisation.** This is key to maximising the successful outcomes of any change.

Get to know your people at scale

Whilst change is inevitable within an organisation, it's outcomes can also be impacted by external circumstances affecting your people. At the heart of any successful change is a shift towards a more inclusive culture. This needs to balance an understanding of internal and external factors affecting all of your employees.

Continuous dialogues are key to ensuring leaders understand their employees as people; the personal challenges they face and what they need from their leadership in order to feel supported through whatever it is they are going through. Language used on Rungway posts often suggests that people are looking for connection and community, as well as answers and support; fostering these connections can be a key tool in improving wellbeing and mental health.



Rungway is the perfect platform for facilitating these dialogues. It gives employees the platform and confidence to engage in two-way conversations with their leaders, and it gives leaders the opportunity to fully understand and empathise with the challenges their employees are facing. When leaders respond on Rungway, these responses are visible to all users in the organisation - the chance for leaders to show they are listening and willing to act.

As the dialogue evolves, so too will your understanding of why people may be resisting change - you may find that employees are opposed to a minor element of the proposed change, rather than completely against change itself. Leaders who understand the 'reason behind resistance' will be able to work with them to ensure they feel heard, included and supported. Armed with more detailed information, you'll be able to reassess and fine-tune your change strategy to be more inclusive and garner wider support from your people.

The traditional way

Moment in time data points

Top-down broadcast communications

Leadership are inaccessible

Answers to specific data sets

The Rungway

Real-time unprompted temperature gauge of how your people feel

2-way, open dialogue visible to & impacting on all

Leadership are visible and humanised

Organic, unprompted bottom-up feedback



REACT AND ACT





4 REACT AND ACT



41% of millennials said they don't believe their feedback leads to meaningful organisational change

(US Bureau of Labor Statistics)



If you have gauged advocacy and resistance, listened to all of your employees and through dialogue understand their ideas and issues, you will be in a better place to react and lead change.

Acting on the insights you have gained by listening to a wider range of voices will increase advocacy as people see the work being done.

Whatever the end goal of proposed change is, recognising important moments and markers in the process can help consolidate advocacy and demonstrate progress on the journey. Keep the feedback loop going through open dialogues with your people, so you can keep on understanding what matters and what's not going well. Change is continual, and your conversations should be, too.

Lean in to transparency

These ongoing conversations are likely to surface some uncomfortable data, and there will be concerns from employees that might seem controversial. This data must be approached with total transparency and honesty, and those concerns must be responded to in a thoughtful manner. Acting on your findings and working through employee concerns, however awkward, demonstrates the empathy and humanity that people want to see from leaders in their organisations.

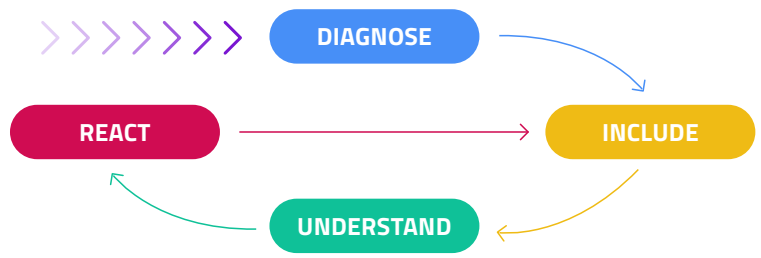
Many businesses share results from company surveys, questionnaires and focus groups, but they do not always share the detailed feedback.

“Be relentless in surfacing **honest, unfiltered data**”


Julie Chakraverty
Founder of Rungway




The ripple effect of leadership interaction and visibility




One-to-one response, but visible to the whole organisation

 **Anonymous**


The new IT system is completely incompatible with our other systems and is making my job a nightmare.


 **1,356** Follows, Click-Through and Reactions

 **CEO Response**

I totally understand the headache this is causing so I'd like to personally say thank you, and that I appreciate you enduring this difficult phase of the IT integration. If you'd like, I'd like to invite you to our next strategy meeting to get more of your input.

[Read more](#)

 **3,270+** Follows, Click-Through and Reactions

 **Anonymous**

On Rungway, senior management responses receive x2 as many click-throughs and reach up to **96% of employees using the platform**



This lack of transparency can easily be seen as leadership ignoring or being unwilling to recognise employee pain points, which can dampen staff confidence in leadership's desire to make positive change.

Remove the guesswork and adapt faster

Rungway enables leaders to adapt faster to ensure the best possible outcome during change. Through on-going discussions with your people, which include organic, unprompted bottom-up feedback, you're finally really seeing the reality of what's going on within your organisation. You're hearing from more diverse voices outside of your own network, and are able to engage with them one-on-one in a way that's visible to everyone inside your business. Through these ongoing conversations, you're hearing about issues as they arise, and can do something about it very quickly.

Through reacting and adapting faster, you're building trust with your people, humanising your leadership and helping your people understand the rationale behind organisational change. You're really bringing your people on the journey with you.

“No one ever came out of a transformation programme saying, “well, we communicated too much on that one”. It just doesn't happen. There's never too much communication and that starts with the C-suite.”

Chris Barrett

Transformation Director, Babble



The traditional way

Decision-making based on assumptions

Difficult to understand action needed based on mass of individual voices

Slow roll out of policies which deliver low impact

No way to diagnose how changes have resonated

People aren't bought in to change and resistance can increase

The Rungway

Decision-making based on powerful insights

A prioritised action plan based on where attention is needed most

Quick reactions to employee requests delivering higher impact

Ongoing dialogue with employees with clear proof of reach and impact

People understand the rationale behind change, and buy-in is boosted

For a FTSE 100 company, it wasn't the major rebrand causing resistance, **it was language around it.**



THE PROBLEM TO SOLVE

A FTSE 100 financial services client, with 7,000 global employees, acquired a competitor. They wanted to **mitigate risks of cultural differences and losing key talent.**

WHAT THEY DID INITIALLY

The CEO held town halls, sent emails and held group sessions to **create alignment on systems and processes.** But the business was met with internal resistance and anecdotal stories about frustration - but they couldn't dig deeper to find out the why on scale.

THE ISSUE

They needed to **understand employee concerns directly in real-time,** and address them head on.



USING THE RUNGWAY CHANGE COMMUNICATION CYCLE

- 1 Leadership prioritised answering questions on culture with **"smart nudges"** from the Rungway team
- 2 They **ensured questions were being answered across both brands** to help mesh the two companies together more smoothly
- 3 **Hundreds of posts and questions were answered** quelling the rumour mill
- 4 Leadership visibility: when partners posted, **reach extended to 96% of employees** on Rungway
- 5 "Flashpoints" - **unexpected challenges** - were highlighted
 - Language around a re-brand which was actually making employees feel disillusioned and unmotivated
 - A culture clash between profile pictures was revealed, with one company having formal photos and the other more avatar style images
- 6 Leadership were able to **pivot and adapt quickly to ease frustrations**



RUNGWAY: CHANGE MANAGEMENT TECHNOLOGY THAT HELPS YOU LEAD PEOPLE THROUGH CHANGE

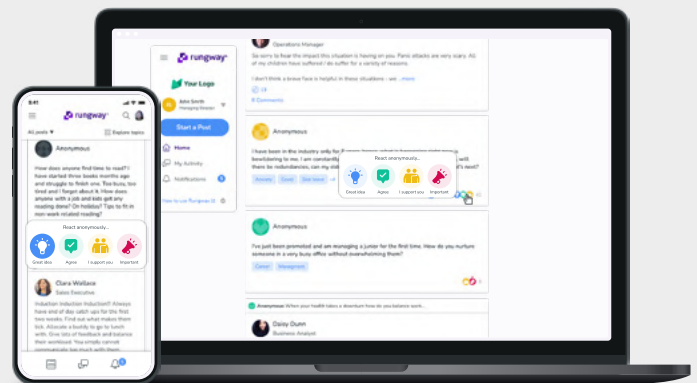
Listen, understand and react to the the most important ideas, advice and issues raised by all employees in your organisation.

Rungway is your continual drumbeat into your people and organisation. Using the platform, anyone in the organisation can ask a question, raise a concern or seek advice, in a forum that's visible to all and where anyone can join in.

Leaders can get to know their people at scale through engaging in open dialogue which is seen by everyone, delivering maximum impact and reach.

The option of anonymity whilst posting creates a psychologically safe space, creating a more open, inclusive culture where anyone can speak up. For the first time, leaders can really see what issues are going on through unprompted, organic bottom-up feedback.

Our in-house experts monitor your platform to spot sensitive or inappropriate discussions, identify priority areas, route them to senior staff,



and guide you on how to respond before going live.

Rungway helps you deliver faster and better change outcomes by telling you who to care about, why they may be resistant, best practice on how to lean into these emerging issues and the impact your communication has.

Rungway helps you bring your people on the change journey with you.



Lead change better.
Contact Rungway today to get started

Email hello@rungway.com or call +442036084001
www.rungway.com

