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# Reinventing the Role of the Communication Function

From Tactical Implementers to Value-Adding Change Leaders

Performance  
Counts!

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*Jim Shaffer*  
GROUP

IABC Heritage Region  
Conference  
October 15, 2012

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**Case Study**

**Change Process**

**More Case Studies**

**Getting Started**





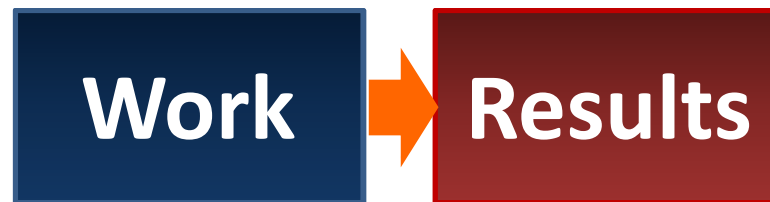
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**“Nobody buys  
communication!”**



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# Work needs to change for results to change



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## Case Study





# What Employees Said

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But we **DO**...

We **SAY** safety,  
quality and  
productivity are  
important...

Hire people who've never run a forklift

Train only a half-day

Get told to pack damaged pallets

Focus numbers on productivity

Re-stage racks multiple times

Not know how to get recognized

Not ask people how to improve quality



# Carole's Revelation and Admonition

1

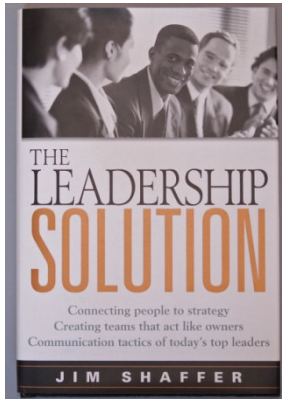
Leadership Incentive Category	Weighting
Productivity	80%
Safety	10%
Quality	10%

2

**“You can improve quality but not at the expense of productivity.”**







***“Communication represents all the ways we send, receive and process information. It’s the things we say and the things we don’t say. It’s what we do and what we don’t do. You can’t not communicate.”***



# Actions To Align the Say and Do

The Say/Do Story

New Leadership Goals

Balanced Scoreboard  
on Safety, Quality and  
Productivity

Continuous  
Improvement Huddling  
Process

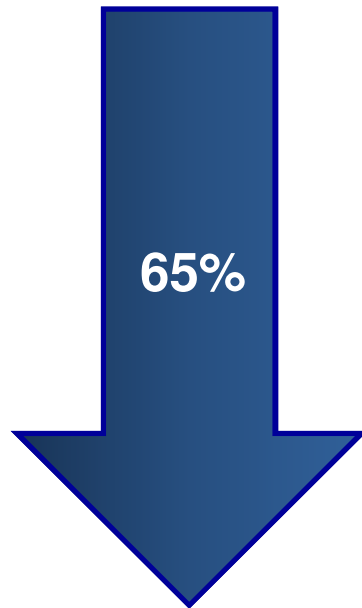
New Recruiting

More In-Depth Training

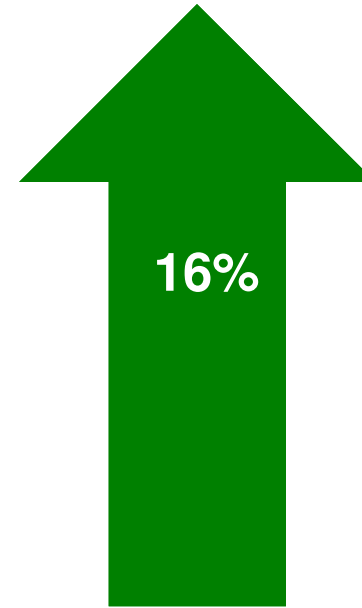
Improved Staging

Recognition





**DAMAGE**



**PRODUCTIVITY**



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*“Whether communicators know it or not, our profession is in the middle of a significant transformation. This approach has provided a clear path to how I can help the company deliver sustainable, measurable financial results – and change what leaders expect from a communication organization.”*

-Bob Kula



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**Case Study**

**Change Process**



# A Change Process That Works

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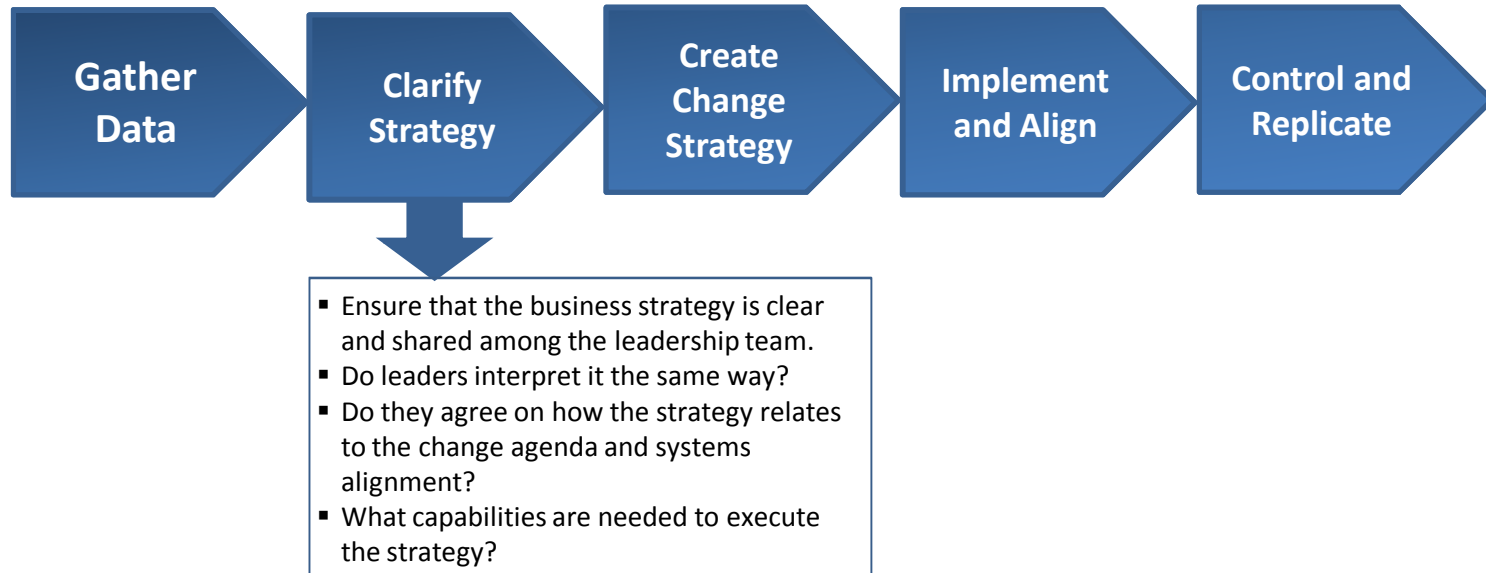
# A Change Process That Works



- Identify target group, if appropriate
- Collect background data (customers, competitors, products, services, market forces, business drivers, etc.)
- Identify current performance levels in key operating and financial categories.
- Clarify financial requirements.
- Conduct climate and/or culture survey as indicated.

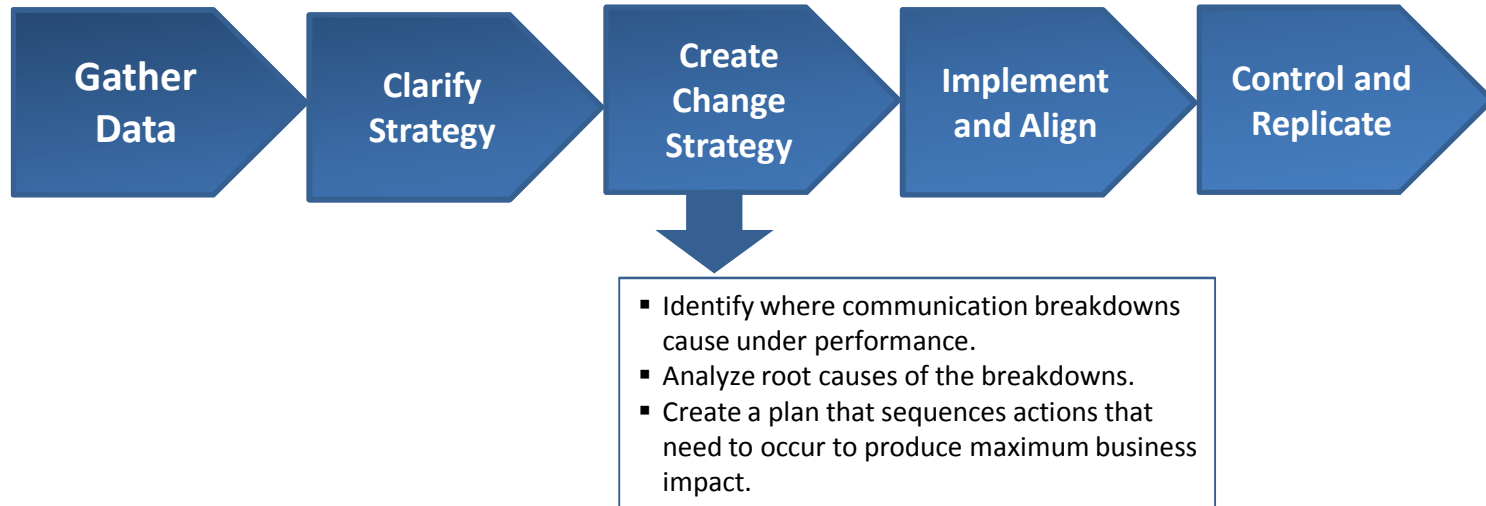


# A Change Process That Works





# A Change Process That Works



# A Change Process That Works



# A Change Process That Works



- Ensure the following:
  - Ongoing leadership accountability for generating improved performance *through* engaged people.
  - Aligned systems and processes
  - Major improvement opportunities have been prioritized and/or addressed.
  - The visual daily management system and continuous improvement processes are operating at peak level.
- Re-administer the original quantitative and qualitative culture and climate assessment and compare against baseline that was set in the Gather Data step.
- Document current performance levels of key targets and compare against baseline set in the earlier steps.
- Celebrate.
- Replicate among other groups.



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- 23% increase in revenues (ROI: 1,447%)
- \$6.1 million increase in revenues (ROI: 1,660%)
- 25% reduction in freight claims paid
- 54% reduction in truck accidents

*“Being able to go to your CEO and say ‘our communication improved revenues by 23 percent or we saved \$1 million and I can prove it’ buys you a lot because you’re adding value.”*

*At FedEx we’ve always had a seat at the table. But when we started creating these kinds of outcomes, our role at the table changed dramatically. It doesn’t matter that you’re at the table. It matters what you do when you’re there.”*

*- Terry Simpson*





# ITT

- 38% increase in on time delivery
- OSHA recordables reduction from 13 per year to 0
- 31% reduction in total cycle time
- 50% reduction in scrap and rework
- On time delivery from 40-100%
- 10% reduction in productivity
- 30% increase in sales
- On time delivery up from 67% to 92%
- Total cycle time from 26 to 17

*“Instead of pointing to traditional communication metrics that business leaders don't understand fully, it was great to be part of the team that improved on-time delivery and other measures directly tied to the customer.”*

*- Courtney Reynolds*





- 9% increase in productivity (ROI: 700%)
- 82% reduction in OSHA recordables
- 11.3% increase in productivity
- 8% cost per pound reduction
- 74% reduction in product changeover time
- \$300K/year savings from process cycle time reduction
- 80% reduction in downtime

*“Leaders want to make their numbers...so when our leaders saw others getting the kinds of performance gains we were able to help them generate, they wanted more of the same.”*

*-Kristin Kelley*



# Honeywell

- 10 Day Billing Cycle Reduction
- 1.4 million process steps eliminated

*“I learned a lot moving into this new business. I discovered that I didn’t know what I didn’t know—this work is very different from what I’d done. Once you’re successful in this work, you’ll be in significant demand – leaders will want you on their team. And, it’s important to work with someone who’s gone before you – especially on your first project. There are a lot of land mines out there that can increase your risk of failure.”*

*-Shawna Todd*





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# 10 Steps To Getting Started



# 1. Ask new questions

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- What business should we be in?
- What's our value proposition?
- What do we need to do exceptionally well to be in that business?
- What skills or knowledge do we need?
- Are we bold enough to make the transition?



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*“The hardest part of the communication role change process was building the courage to move out of my traditional role-comfort zone. But once you get a success, folks line up wanting your help.”*

*-Scott Fiedler*



## 2. Create a Statement of Business Intent

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### Business Statement

- Contribute to improving the company's top and bottom line by creating an information-rich environment that helps people make decisions and take actions that are needed to execute the strategy and realize the vision.
- Dramatically increase the amount of work that adds measurable value where improved communication management creates gains that are greater than the cost of creating the gains.
- Build the company's communication capability to significantly improve our competitive advantage.



### 3. Declare what you will **not** do

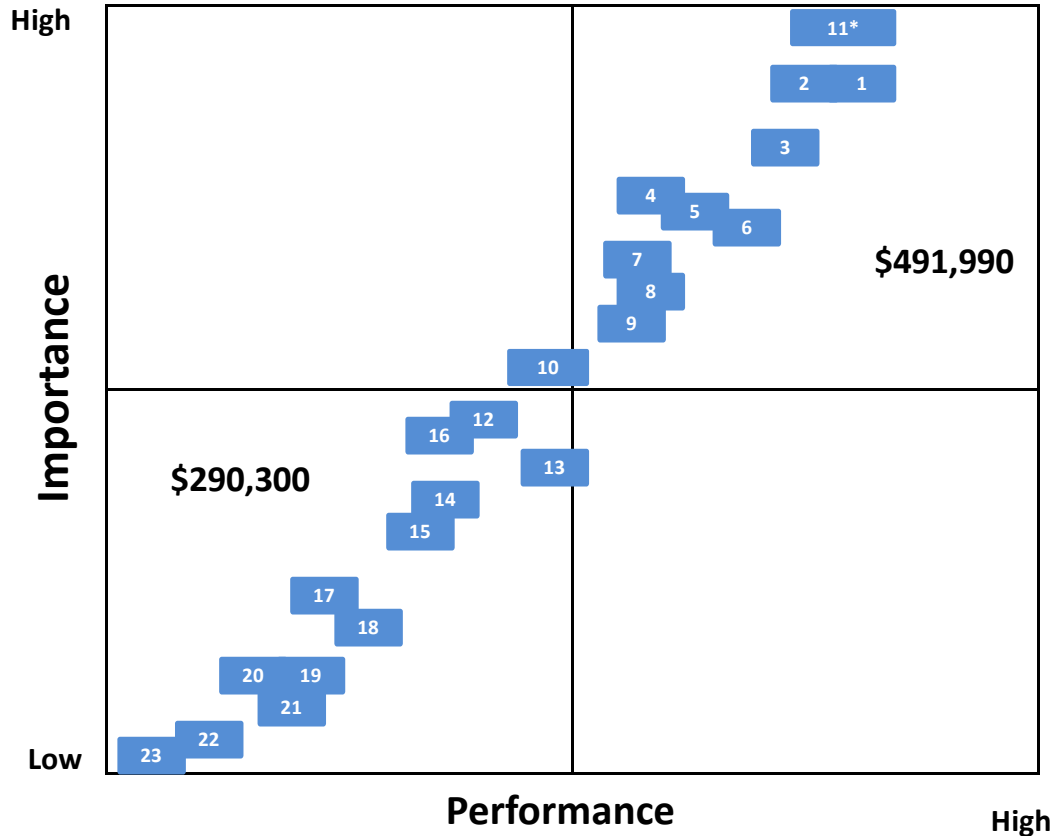
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We will reduce the amount of work we do that:

- Has no clear connection to executing the strategy or realizing the vision
- Doesn't change the way people do their work to create better results
- Can't be measured
- Isn't integrated with other processes, activities or initiatives
- Doesn't promise a sustainable business impact



# 4. Conduct a value to cost assessment



Channels	
1.	My co-workers (83/76)
2.	Dept/Team Meetings (83/71)
3.	1:1 meetings with supervisor (73/68)
4.	Networking with peers across company (65/55)
5.	Town hall meetings with BU or functional leader (63/58)
6.	Quarterly town hall webcasts with CEO (62/62)
7.	Sr. leader emails (CEO et al) (57/55)
8.	Annual all-employee meetings with CEO (53/55)
9.	Sr. leader videos (CEO, et al) (51/54)
10.	Exec. Forums (informal meetings with senior leaders (
11.	Quarterly leader business update meetings with CEO et al (*85/72 among VP+; 85/75 among Sr. Dir/Dir.)
12.	Online e-learning modules (40/41)
13.	Portal news (front page) (36/45)
14.	Texting (36/31)
15.	Scoreboards/Scorecards (30/27)
16.	AnswerNewline (38/34)
17.	Sales Wire e-newsletter (19/21)
18.	Posters and wall graphics (16/23)
19.	Community bulleting boards (13/20)
20.	Broadcast voicemail (13/16)
21.	Strategy box & cards for leaders (12/18)
22.	Portal blog (3/13)
23.	Yammer (2/7)



## 5. Create new standard work processes

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- We will ask these questions at the start of every project:
  - What's the business problem?
  - Where are communication breakdowns contributing to the problem?
  - What are the root causes of the breakdown?
  - How do we make the root causes go away—forever?
- Streamline your work processes
  - Eliminate steps
  - Take out costs
  - Tell people what you've done





## 6. Prioritize based on results and returns

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We will establish prioritize based on these criteria:

- Work must help improve the key performance indicators (KPIs) that we set for each of our department's objectives
- The size of the **work's impact** on executing the strategy and realizing the vision
- The size of its **projected ROI**
- The potential **sustainability** of the results  
*I.e., Results will not represent a momentary "sugar buzz"*

## 7. Pick a pilot

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### Target Group Selection Criteria

Group:

- Represents value and leverage to the company
- Has strong or potentially strong leadership
- Operating below expectations
- Leaders and people in the group can control outcomes
- Can be used as innovation lab to test new concepts for the company
- Success would be meaningful to the rest of the company (*"If they can do it, we can do it."*)



## 8. Introduce the new way

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- CEO, plant, branch or service center leader
- Business units, functional and department heads
- Make it clear what you propose to start, stop and continue doing



## 9. Learn Change Management and Consulting Skills

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- Three consulting roles
- Five phases of consulting
- Four leadership orientations and how you can connect with leaders on their channels
- **How to ask the right questions** to guide decision-makers
- How to “have the conversation” about becoming a trusted advisor
- Problem change management and solving tools and techniques:
  - Diffusion theory
  - Force field analysis
  - Root cause analysis
  - Process mapping
  - Fishbone cause and effect map
- How to gather, synthesize and display the right data, and make fact-based recommendations that will drive sustained business performance



10.

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**BE BOLD!**



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# Root Causes

# Results

# Returns



## The Leadership Report

Jim Shaffer  
GROUP



April

### **We have a listening problem**

I am absolutely convinced that if business leaders everywhere spent more time actively listening to their people and less time telling them what to do they'd see an exponential improvement in productivity.

A huge percentage (75% for starters?) of the performance improvements we create in companies comes from ideas generated inside our client companies. People driving forklifts. Selling the product. Running bakery ovens. Putting molecules together in a lab. Processing insurance claims. Designing packaging.

### **Ask Art**

The legendary poultry processor, Frank Perdue, took me on a tour of his Salisbury, Maryland plant a number of years ago. As we were walking, he pointed to a man running a machine. *(More)*

***Sign up for Jim Shaffer's popular free monthly Leadership Report—a commentary on real issues facing all leaders...***

***Name:*** \_\_\_\_\_

\_\_\_\_\_

***Position:*** \_\_\_\_\_

\_\_\_\_\_

***Company:*** \_\_\_\_\_

Simply fill in the information requested above, tear this page out and give it to Jim after the session

Thank you.

***Comments:*** \_\_\_\_\_

Jim Shaffer  
GROUP



# Jim Shaffer's Consulting Skills Workshop

This fun, high energy, practical and proven workshop will help the young beginner and the seasoned pro improve their ability to help business leaders improve business results.

Based on the workshop Jim helped create for one of the world's largest management consulting firms, it's been attended by people from Honeywell, Pepsi Bottling, FedEx, Cisco, Verizon, AEP, Abbott, John Deere, Pfizer, Marriott, Motorola, Allstate, Capital One and ConAgra Foods.

During this 1 ½ day workshop at your facility, Jim will share with you practical, proven tools, tips, processes and techniques that the best management consultants use to meet or exceed their clients' expectations.

## What's covered?

- How to define your business and value proposition
- Ways to assess your strengths and weaknesses and develop an improvement plan
- Three consulting roles and the five phases of consulting
- The four leadership orientations that will help you connect wit—and sell to--your leaders
- How to ask the right questions to guide your leaders to the right decisions
- Problem solving tools and techniques such as force field and root cause analysis and process mapping
- How to gather, synthesize and display the right data, and make fact-based recommendations that will drive sustained business performance.

***"I would recommend Jim and this workshop to anyone focused on delivering strategies and change initiatives that drive financial value and improved operational efficiencies,"***

***Kim Robbins, Director of Change Management at Pfizer***

Contact us at: [jimshaffer@jimshaffergroup.com](mailto:jimshaffer@jimshaffergroup.com) or 410-268-7050





# Contact Information

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Crating sustained  
performance through  
strong leaders and turned-  
on people.

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